AFPAK Hands (APH) Program Overview

CAPT James Muir, USN
AFPAK Hands Program

AFPAK Hands In-Theater

COMISAF, Gen Allen:

"When I was a young officer, I was accepted into the International Relations Officer Program. I believe today that had something like the AFPAK Hands Program been available I would certainly have applied for it and had a broken heart if I couldn't be in it." (August 2011)

"I watched McChrystal and Petraeus seriously think how we can best strategically grip the challenge of a comprehensive, civil-military counterinsurgency plan and the campaign that would emerge . . . Three outcomes have created powerful synergy . . . The first was the AFPAK Hands Program." (August 2011)

" . . . AFPAK Hands program was a extraordinarily good decisions and will endu Past 2014." (January 2012)

"You are force multipliers, AFPAK Hands are punching way above their w in terms of effects that you bring."

GEN Allen - - A Critical

You are bringing highly valuable skills and expertise to the fight:

- ***Language***
- ***Historical , Cultural, and Political Awareness***
- ***Your unique set of skills and expertise***
- ***Your <u>commitment to the war effort</u> and***

- **42-45 Months**
- **<u>Repeat Deployments</u> in Afghanistan or Pakistan**

AF/PAK Hands Overview

COHORT 1: In OOT

COHORT 3: In Training

20 Weeks

COHORT 2: Deployed

Out-of-Theater Assignments
12-14 months

PCS to:

- **National Capital Region**
- **Tampa FL**
- **Other Locations**

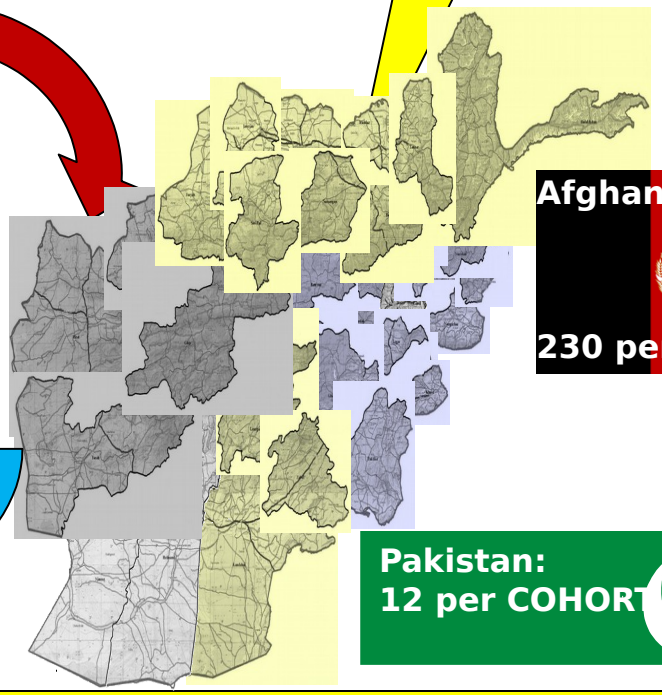
1st Deployment

20 Week Language, Culture, COIN and Combat skills training

In-country: Culture training and 10 day language immersion

2nd Deployment

14 week language sustainment training prior to second deployment



Afghanistan:
230 per COHORT

Pakistan:
12 per COHORT

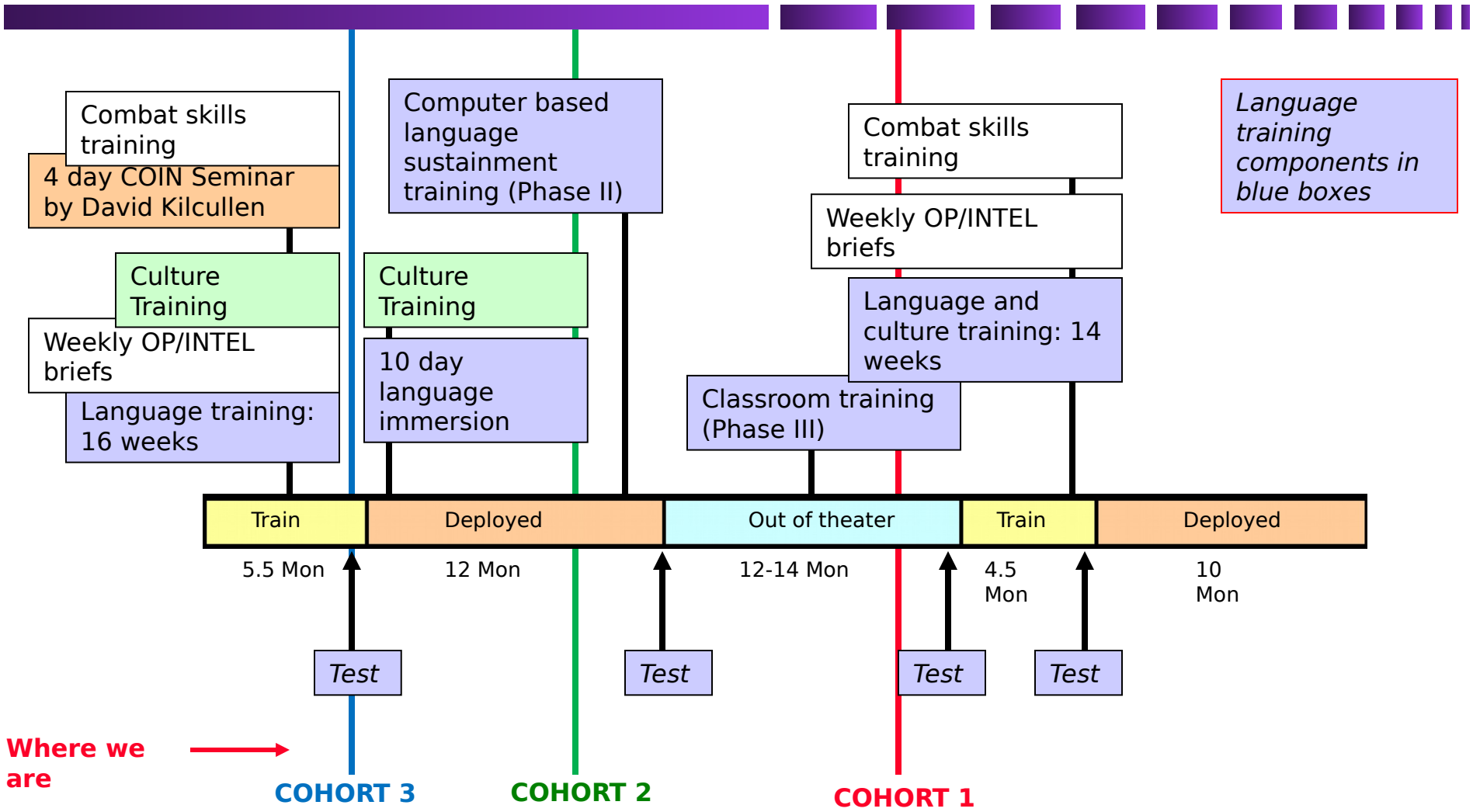
Out of Theater Billets

732 AF/PAK Hands:

- 351 Soldiers
- 54 Marines
- 144 Airman
- 117 Sailors
- 60 Civilians

7 Deployments @ 30 Hands per deployment based on language training class

APT Training Continuum Through Entire Tour



Establish and maintain language proficiency throughout entire tour

AFPAK Pre-Deployment Training

Pre-deployment combat skills: train and equip (Navy, USAF, USMC)

- **Weekly Ops, Intel, C2 Brfs**
- **Periodic COIN discussions**

PCS to HUB	3-4 weeks	1 week	Language training: 16 weeks	3 weeks

4 day COIN Seminar

- Insurgency
- Taliban Tactics / Strategy
- Definitions and Concepts
- Ethics, Morality, Rule of Law and Human Rights Imperatives in COIN
- Population Behavior in Insurgencies
- Local Security Forces: Training, Developing & Advising
- SOF and Counter Network OPS
- CIV / MIL Actors in Afghanistan
- Development and Governance
- Campaign Analysis & Metrics
- Stabilization and COIN Theory
- District Stabilization Framework

3 day Culture and History Seminar

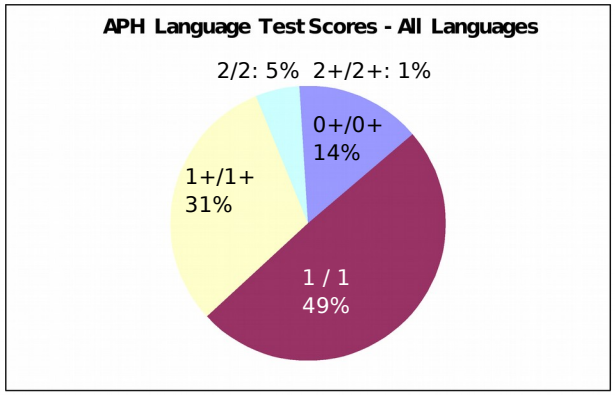
- Geography / History
- Culture of Afghanistan and Pashtunwali
- Lens of Islam
- Using a linguist
- Effective Communications
- Economy and Reconstruction
- US Strategic Interests & Compelling Interests of Afghanistan and its Neighbors
- Governance in Afghanistan and its Challenges
- Internal Pakistani Political Dynamics
- Media Relations and COIN
- Anti-Afghanistan Forces
- Winning the War of Ideas

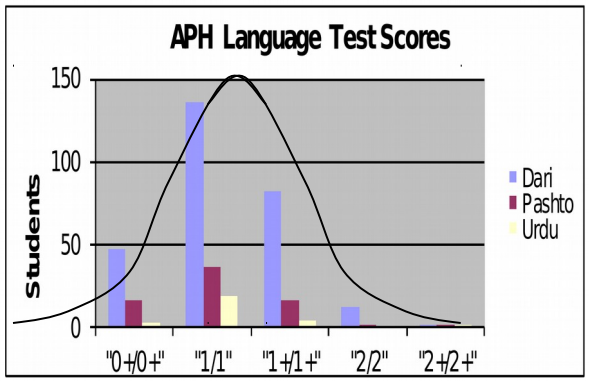
- **2 weeks of leave**
- **Pre-deployment combat skills (Army)**
- **Other Services complete weapons qualifications**

AFPAK Hands Deploy with:

- **Language skills**
- **COIN foundation**
- **Understanding of Culture / Islam**
- **Operational Situational Awareness**
- **Basic Combat Skills**

Language Proficiency & Incentive Pay





Note: Sample size of 280 students.

Language score definitions:

- O+/O+: Understanding and use of memorized phrases
- 1/1: Understanding and use of sentences. Can maintain simple conversation on familiar topics.
- 1+/1+: Understand short conversations. Can initiate and maintain predictable conversations.
- 2/2: Can handle most high-frequency social conversation, including current events and work.

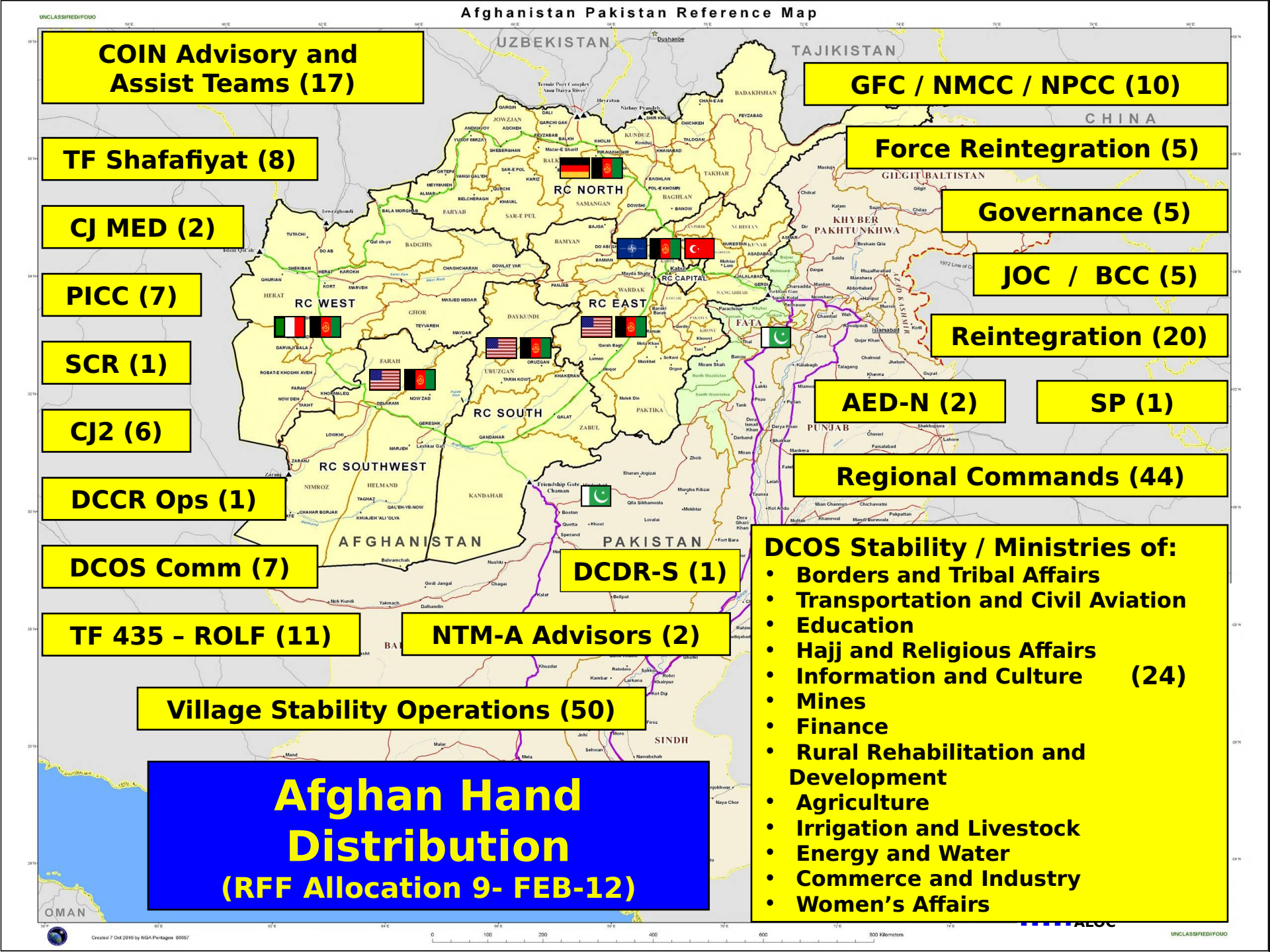
- **Test scores improving with each subsequent class**
- **Goal is 100% at 1/1 or better after 16 weeks**

- **Foreign Language Incentive Pay Levels:**
  - **Navy, USMC, Air Force: 1/1**
  - **Army: Starting in FY 13, will pay AI**

86% of students score 1/1 or better

5 Hands Scored 2/2 or Higher in both Cohort 2F, 3A, 4 Hands in 3D

61% of Cohort 3D students scored 1+/1+ or higher


Afghanistan Pakistan Reference Map
UNCLASSIFIED//FOUO
COIN Advisory and Assist Teams (17)
TF Shafafiyat (8)
CJ MED (2)
PICC (7)
SCR (1)
CJ2 (6)
DCCR Ops (1)
DCOS Comm (7)
TF 435 – ROLF (11)
Village Stability Operations (50)
GFC / NMCC / NPCC (10)
Force Reintegration (5)
Governance (5)
JOC / BCC (5)
Reintegration (20)
AED-N (2)
SP (1)
Regional Commands (44)
DCDR-S (1)
NTM-A Advisors (2)
DCOS Stability / Ministries of:
• Borders and Tribal Affairs
• Transportation and Civil Aviation
• Education
• Hajj and Religious Affairs
• Information and Culture (24)
• Mines
• Finance
• Rural Rehabilitation and Development
• Agriculture
• Irrigation and Livestock
• Energy and Water
• Commerce and Industry
• Women's Affairs
Afghan Hand Distribution
(RFF Allocation 9- FEB-12)
UZBEKISTAN
TAJIKISTAN
CHINA
RC NORTH
RC WEST
RC EAST
RC SOUTH
RC SOUTHWEST
RC CAPITAL
AFGHANISTAN
PAKISTAN
FATA
PUNJAB
SINDH
OMAN
UNCLASSIFIED//FOUO

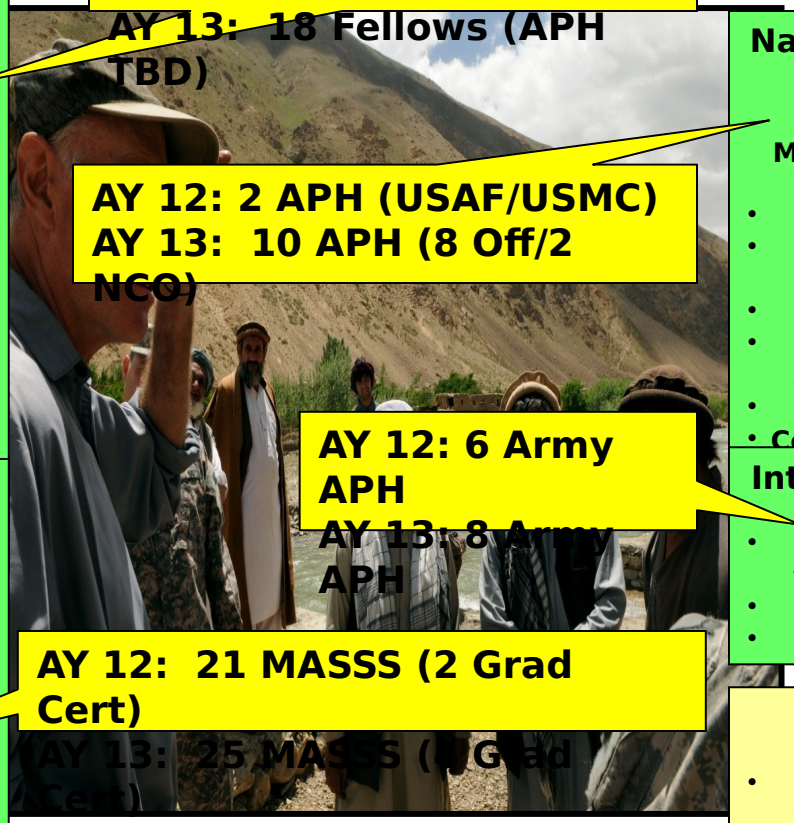
SSC and Masters Degree, ILE Opportunities

National War College (NWC) / Industrial College of the Armed Forces (ICAF) (DC)

1. ICAF AFPAK Fellowship
- 8 seats designated for APHs
- AFPAK Concentration Program_ 11 Courses, 2 semesters; 10 months
- JPME II and Masters
- Services filled 11 seats for AY 2011

2. NWC AFPAK Fellowship
- 8 seats designated for APHs
- AFPAK Concentration Program

AY 12: 16 Fellows (4 USN APH)
AY 13: 18 Fellows (APH TBD)



AY 12: 2 APH (USAF/USMC)
AY 13: 10 APH (8 Off/2 NCO)

National Defense Intelligence College (NDIC) (DC)

Masters in Strategic Intelligence

- 1-year program
- Both Masters and Bachelors programs
- Requires TS/SCI clearance
- Enlisted personnel eligible (BA and MA)
- 11 slots available in AY 13
- Coordinating with USA for ILE

AY 12: 6 Army APH
AY 13: 8 Army APH

College for International Security Affairs (CISA) (DC)

Masters Degree Program

- Support APHs between deployments
- MA in Strategic Security Studies
- Available for O-3 to O-5 APHs
- Concentrations in:
  - Counter-Terrorism (CT)
  - Irregular Warfare (IW)
  - Reconstruction/Stability
- Opportunity to attend several classes with international students
- 10 month program_
- Up to 30 slots possible in AY13

AY 12: 21 MASSS (2 Grad Cert)
AY 13: 25 MASSS (2 Grad Cert)

Intermediate Level Education

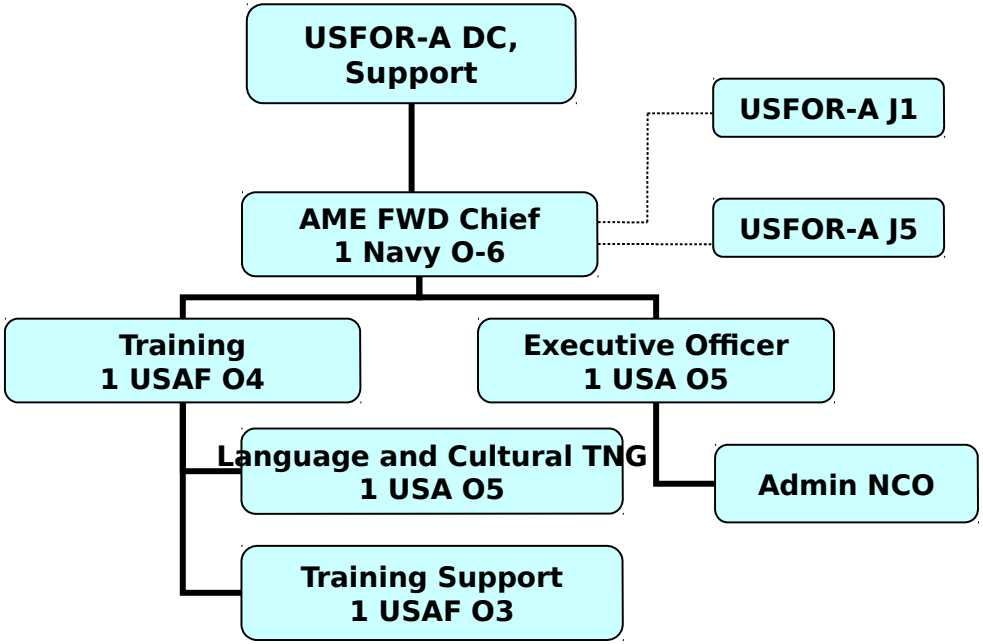
- Unique AFPAK ILE initiative 1-year program
- Portion at Ft Belvoir
- Portion at NDU

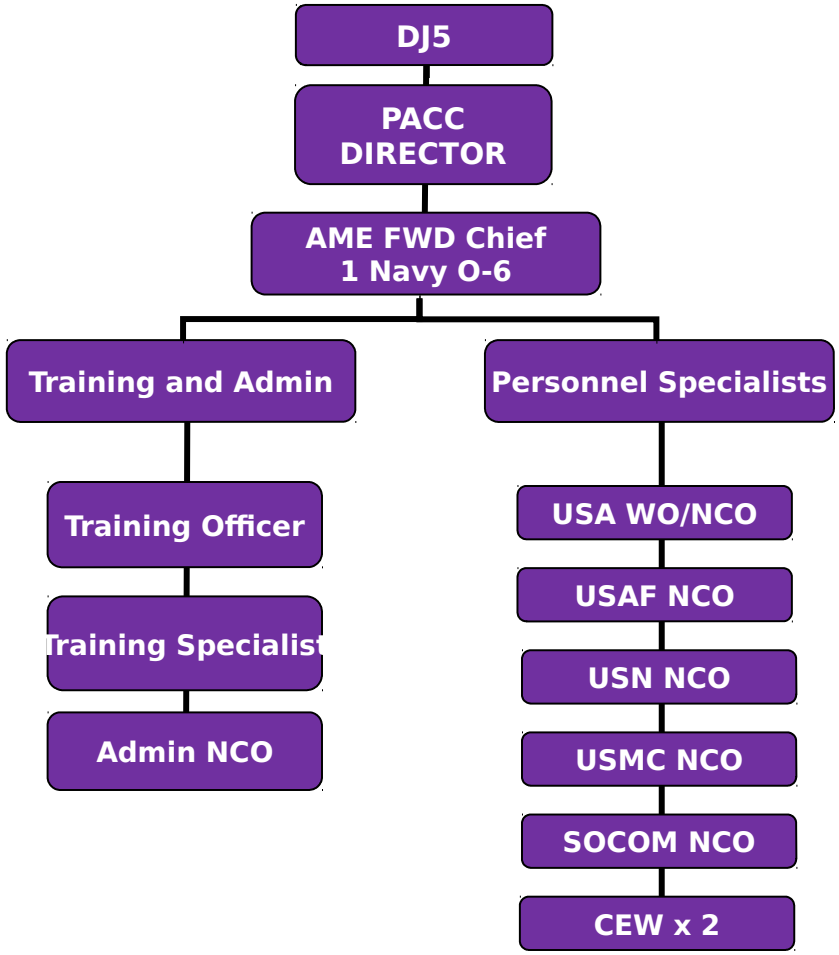
Captain's Career Course

- Some Hands attend non-APH schools
- Ensure career milestones are not missed

- ***Building a cadre that thinks strategically and develops a deeper understand of Afghanistan Pakistan regional issues***
- ***Key to Attracting High Quality personnel to program***

AFPAK Hands Management Element (AME)


USFOR-A DC, Support
USFOR-A J1
AME FWD Chief 1 Navy O-6
USFOR-A J5
Training 1 USAF O4
Executive Officer 1 USA O5
Language and Cultural TNG 1 USA O5
Admin NCO
Training Support 1 USAF O3



- **AME DC: Manages assignment of personnel to In-country billets, Out-of-theater assignments, Training, Educational opportunities (Graduate level, JPME, etc.)**
- **AME FWD: Manages all aspects of the in-theater program**

Your Billet

- **Afghan Hands: Your billet is not final . . . . . Don't panic.**
  - **New Request for Forces - - COMISAF directed billet review**
  - **AME-DC and AME-FWD work closely to put you in the right spot**
- **Afghan Hand Optimization Board: Works with in-theater commands to balance a Hands' skills and experience with billet requirements**
  - **60 Days out you should receive your host organization**

The billet information on your orders that brought you into the program may change based off of in-theater requirements

Class Leader

- **Class Chain of Command**
- **Point of contact for Hands, DLI and AME**
- **Main Class Leader (Senior Military DC Hand)**
- **Language/Section leaders at each Hub**
- **Broad duties:**
  - **Identify Hands related issues to the appropriate chain**
    - **Language training: DLI**
    - **Anything else: AME-DC**
  - **Maintain accountability of Hands in training and contact information**

AF/PAK Hands Surveys and Interviews

- Defense Language Institute (DLI) will conduct several surveys specifically targeting your classroom and language training issues.

- AFPAK Hands Management Element (AME) will conduct multiple surveys
  - Pre-training
  - Post training
  - Initial deployment (approximately at the two month point)
  - Mid-deployment
  - Post deployment (to be completed the last two weeks of deployment)

- AME will conduct post deployment interviews with many of the "Hands" especially those in DC with the goal of:
  - Collect any Best Practices/Lessons Learned for dissemination to all hands
  - Collect and distribute stories from your experiences

- POCs
  - CDR Jeffery Whitaker, 571-256-1517, jeffery.whitaker@js.pentagon.mil

Survey Findings

Broad findings:

- Language Skills viewed as "very impo
  by a majority of APH (but was not the k
  factor of success)
- Billet change in theater continues to c
  - COHORT 1 40-60% changed
  - COHORT 2 less than 30%
  - New RFF will have some impact (about 50 billets)

- The number of non-volunteers in the program continues to decrease
- Operations and Intelligence briefings are steadily improving
- Number of success stories continue to increase with each

More and more Hands are engaging Afghans both at work and outside the work environment developing relationships and seeking positive results.

AF/PAK Hands Administrative Notes

- Service Representatives
- Army: Copy of your orders
- APH Battle Rhythm:
  - Operations and Intelligence Briefings (every oth
  - Class Leaders Meetings (every Friday thru DLI)
- Tampa APHs
  - DLI representatives there
  - Ops and Intel VTCs
- AME Forward will VTC with class leader prior to departing Language class
- Your billet, COHORT 2 Counterpart and contact information
- Room 2331, Lincoln Hall, FT McNair, 0900 SAT Morning (Bring lunches on weekend)

AF/PAK Hands Administrative Notes

- **RONNA website:**
  - **Procedures in your blue folder to apply for access**
  - **Contains in theater information and will be used by all Hands**
  - **Once in theater each hand will be required to provide monthly report**
- **Surveys**
  - **Seven Surveys throughout your APH t**
  - **Vital information**

Two admin tasks must be accomplished by Friday 4 May, 2012

Top Questions?

1. Why don't I have better information about my billet?
   - 60 Days out you should receive your host organization and 30-45 days out you should expect to have detailed billet description and a POC
2. If my billet does change, will my language change?
   - No, language changes are only done on rare occasions
3. Do I have to take dual weapons?
   - Yes, to preserve in-theater flexibility all military must have dual weapons; and this is Afghanistan.
4. When can I grow my hair and beard?
   - For Hands going to commands that authorize relaxed grooming standards and civilian clothes - - when you get to the RSOI site in-theater
5. Do I need a uniform while in training?
   - Yes: Class B's/ASU/SVC Dress is required for All Hands events and Class A's are required for Senior Leader engagement

Questions?

What is an Afghan Hand?

د ستهای افغان چی اسنځ

11-APR-2012

جیم موير
انجنير تـورن
نـيرو بـحری امريکای

AFPAK Hands Program Intent

1) Develop a cadre of civilian and military personnel who develop a greater understanding of the complexities of Afghanistan and Pakistan.

2) Hands, “figure out how these countries work" over time through education and experience gained during in theater assignments working closely with Afghans and Pakistanis.

3) Hands are ideally placed in positions where they work closely with Afghan military and civilian officials *building capacity, mentoring and advising*.

4) Apply their in theater experience in a staff assignment between deployments

5) Language is *intended to be an ice breaker* that helps build inr[illegible] our Afghan, Pakistani partne[illegible]

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Afghan Hands' Mission:

1) To support key campaign objectives by involving the Afghan Hands across all the lines of operation to leverage their expertise in connecting with the Afghan people, GIRoA and ANSF leadership.

2) To develop a cadre of personnel who understand the complexities of Afghanistan, how the country and society work, and who are then able to put this understanding to use in the course of dealing with the issues and challenges associated with Afghanistan.

انها افغانستان بیاد یاد دارند

Afghan Hands' Key Tasks

1) Effectively execute their Commander's mission in support of the ISAF campaign objectives.
2) Establish and nurture long-lasting positive relationships within the Afghan population and the Afghan government to demonstrate the coalition's resolve to help build a more peaceful, prosperous, and stable Afghan nation.
3) Empower GIRoA entities on the local and national levels while building capacity and capability.
4) Improve multi-cultural and multi-functional teams (GIRoA, ISAF/NATO, USG, NGOs) by breaking through barriers to effective communications and by developing trust through collaboration and the sharing of best practices and lessons learned.
5) Develop subject matter expertise on the culture, people and government of Afghanistan.

Afghan Hands Position Criteria

1) The position must involve direct engagement with Afghans in critical roles and the population nearly every day.

2) The position must be integrated with current COIN activities, have a significant impact on the ISAF mission priorities, and should not be confined to a specific coalition installation.

3) The position should seek to establish and maintain enduring relationships within the Afghan population and the Afghan government.

4) The position must involve duties that provide substantial opportunity for engagement (social and professional) with Afghans.

5) The position should require a language that is appropriate to the region and the population in which the position is located.

6) The position must support the development of the Hand as a Subject Matter Expert on the people, culture, religion, economics, politics and government of Afghanistan to the greatest extent possible.

What an Afghan Hand Isn't:

1. NOT an Interpreter

- They speak the language, but they are usually not fluent enough to work as an interpreter

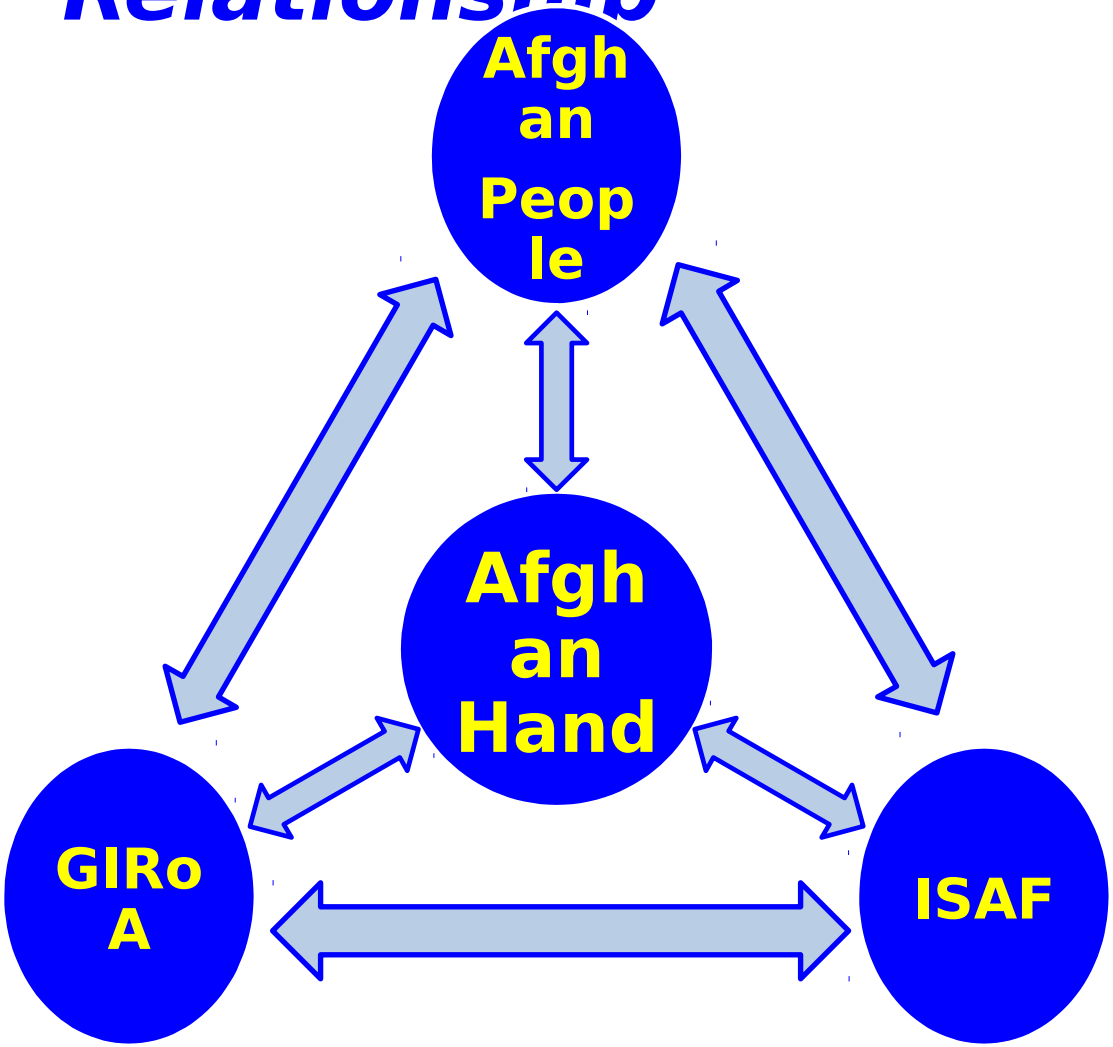
2. NOT an Intelligence Officer

- Their objective is to understand how the Afghan government, military, and society work – not to spy on the Afghans.

3. NOT just an Advisor/Staff Officer

- They are a conduit for empowering the interface between the Coalition, Afghan government, and Afghan people.
- Their mission is more than their individual relationship with a single Afghan official.

Desired Relationship



Program Policies & Directives

Existing:

1. CJCSI 1630.01 Afghanistan / Pakistan Hands (APH) Program
   - Policies governing management of the APH Program.
2. COMISAF / COMUSFOR-A Afghan Hands Program Implementation Directive
   - **Guidance for assignment and employment** of Afghan Hands
3. HQ ISAF FRAGO 249-2011
   - Outlines Afghan Hand mission, objectives, and **assignment process**.
4. Afghan Hands Program Force Protection & Risk Management SOP
   - SOP directs USFOR-A and ISAF units to **develop and implement Afghan Hand specific FP & RM policies** for Afghan Hand operations.

Backup Slides

Commander's Guidance

Use your skills and expertise to advance the mission

- **Remember Priority Four: Remain agile, flexible, and responsive**
  - **Whatever your assignment, figure out how to advance the mission**
- **Develop Relationships with Afghans – Liaison**
- **Understand local context – how things work, influencers, shapers**
- **<u>Use that expertise to advance the mission</u>**

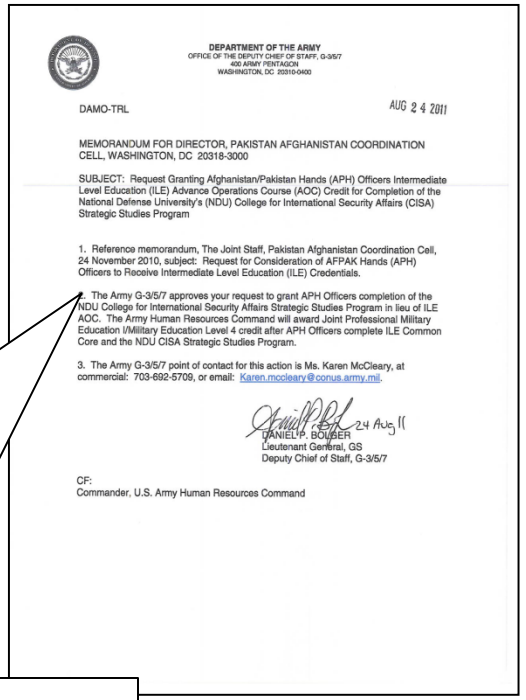
- ***An APH provides Stewardship and Leadership to their Afghan counterpart***

Intermediate Level Education (ILE) / PME

Intermediate Level Education (ILE)

- **In residence Course**
  - Hands that select for in-residence Command and Staff College will be allowed to attend between deployments

- **AFPAK Hand ILE Credentialing Program**
  - Joint Staff requesting Army to consider an APH specific credentialing program
  - Similar to Joint Staff, Army Staff Fellows Program
  - Attend 4 month JPME I Core Course at Ft. Belvoir
  - Complete MASSS, **MSSI or Graduate Certificate Program at CISA/NDU**
  - If approved, will provide MEL-4 / JPME I credit
  - 4 Army officers starting in AUG 11



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-3/5/7
400 ARMY PENTAGON
WASHINGTON, DC 20310-0400

DAMO-TRL

AUG 24 2011

MEMORANDUM FOR DIRECTOR, PAKISTAN AFGHANISTAN COORDINATION CELL, WASHINGTON, DC 20318-3000

SUBJECT: Request Granting Afghanistan/Pakistan Hands (APH) Officers Intermediate Level Education (ILE) Advance Operations Course (AOC) Credit for Completion of the National Defense University's (NDU) College for International Security Affairs (CISA) Strategic Studies Program

1. Reference memorandum, The Joint Staff, Pakistan Afghanistan Coordination Cell, 24 November 2010, subject: Request for Consideration of AFPAK Hands (APH) Officers to Receive Intermediate Level Education (ILE) Credentials.

2. The Army G-3/5/7 approves your request to grant APH Officers completion of the NDU College for International Security Affairs Strategic Studies Program in lieu of ILE AOC. The Army Human Resources Command will award Joint Professional Military Education I/Military Education Level 4 credit after APH Officers complete ILE Common Core and the NDU CISA Strategic Studies Program.

3. The Army G-3/5/7 point of contact for this action is Ms. Karen McCleary, at commercial: 703-692-5709, or email: Karen.mccleary@conus.army.mil.

24 Aug 11

DANIEL P. BOLGER
Lieutenant General, GS
Deputy Chief of Staff, G-3/5/7

CF:
Commander, U.S. Army Human Resources Command

2. The Army G-3/5/7 approves your request to grant APH Officers completion of the NDU College for International Security Affairs Strategic Studies Program in lieu of ILE AOC. The Army Human Resources Command will award Joint Professional Military Education I/Military Education Level 4 credit after APH Officers complete ILE Common Core and the NDU CISA Strategic Studies Program.

Tour Length / Career Management

Tour Length

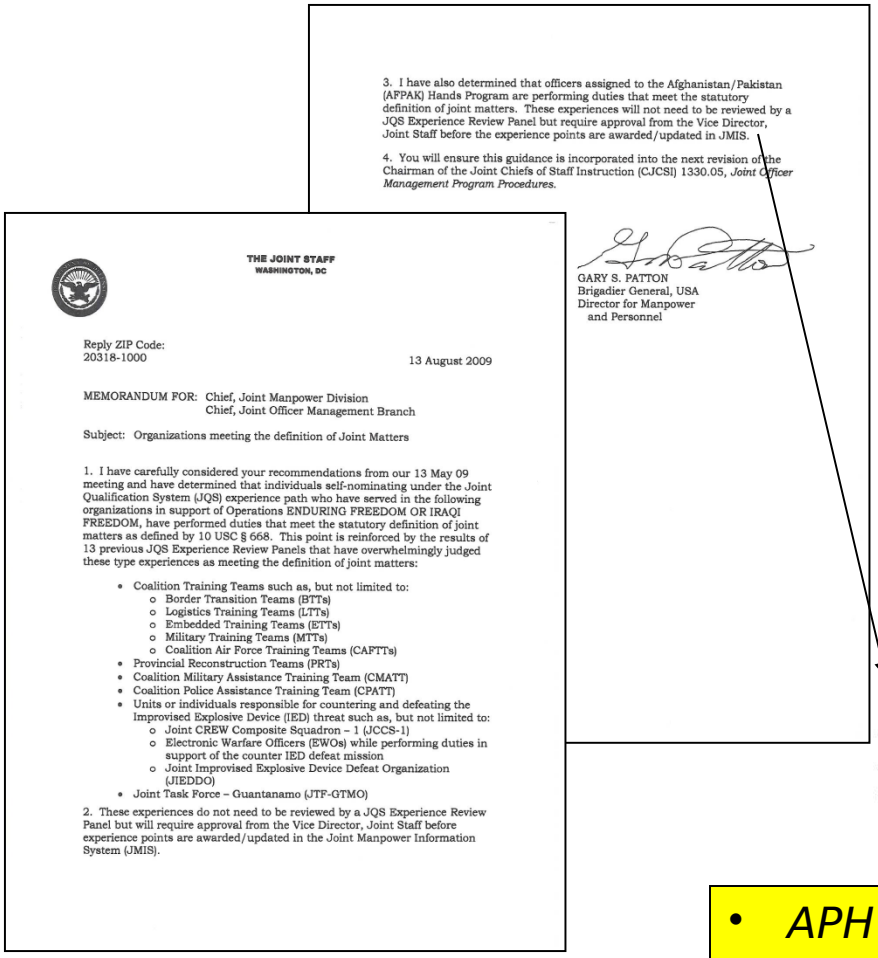
- **Afghanistan bound Hands:**
  - Entering program as O-5 and below:
    - Approx. 44 month commitment to program
    - Includes a 12 month and a 10 month deployment
    - Approx 17.5 months between deployments
  - Entering program as O-6s:
    - Approx. 30 month commitment to program
    - Single 12 month deployment followed by 12 moth OOT tour
- **Pakistan bound Hands (all ranks):**
  - Approx. 41 month commitment to program
  - Includes two 12 month deployments
  - 12 months between deployments.

Career Management

- **Service leadership committed to ensuring Hands not professionally disadvantaged**
- **APH tour can fit into a career progressing to command**
  - Fits where a Joint tour is normally conducted
- **Services have formal processes in place to ensure Hands achieve professional milestones**
- **Army, Navy, Air Force use selection board precepts that address APH program participation**
- **Officers that select for command are released from the program**
- **Officers selected for Senior Service College be able to attend**

- **Coordinating with Services to transition to 9 month deployments, starting 2013 (COHORT 4)**
- **An APH tour would be career damaging if it prevented a key professional milestone**
- **Processes in place to ensure professional milestones are not missed**

Joint Experience Credit



3. I have also determined that officers assigned to the Afghanistan/Pakistan (AFPAK) Hands Program are performing duties that meet the statutory definition of joint matters. These experiences will not need to be reviewed by a JQS Experience Review Panel but require approval from the Vice Director, Joint Staff before the experience points are awarded/updated in JMIS.

4. You will ensure this guidance is incorporated into the next revision of the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1330.05, *Joint Officer Management Program Procedures.*

GARY S. PATTON
Brigadier General, USA
Director for Manpower
and Personnel

THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-1000

13 August 2009

MEMORANDUM FOR: Chief, Joint Manpower Division
Chief, Joint Officer Management Branch

Subject: Organizations meeting the definition of Joint Matters

1. I have carefully considered your recommendations from our 13 May 09 meeting and have determined that individuals self-nominating under the Joint Qualification System (JQS) experience path who have served in the following organizations in support of Operations ENDURING FREEDOM OR IRAQI FREEDOM, have performed duties that meet the statutory definition of joint matters as defined by 10 USC § 668. This point is reinforced by the results of 13 previous JQS Experience Review Panels that have overwhelmingly judged these type experiences as meeting the definition of joint matters:

- Coalition Training Teams such as, but not limited to:
  - Border Transition Teams (BTTs)
  - Logistics Training Teams (LTTs)
  - Embedded Training Teams (ETTs)
  - Military Training Teams (MTTs)
  - Coalition Air Force Training Teams (CAFTTs)
- Provincial Reconstruction Teams (PRTs)
- Coalition Military Assistance Training Team (CMATT)
- Coalition Police Assistance Training Team (CPATT)
- Units or individuals responsible for countering and defeating the Improvised Explosive Device (IED) threat such as, but not limited to:
  - Joint CREW Composite Squadron – 1 (JCCS-1)
  - Electronic Warfare Officers (EWOs) while performing duties in support of the counter IED defeat mission
  - Joint Improvised Explosive Device Defeat Organization (JIEDDO)
- Joint Task Force – Guantanamo (JTF-GTMO)

2. These experiences do not need to be reviewed by a JQS Experience Review Panel but will require approval from the Vice Director, Joint Staff before experience points are awarded/updated in the Joint Manpower Information System (JMIS).

Joint Staff J1 Memo dtd 13 AUG 2009

- **APH personnel eligible for joint tour credit**
- **Must complete 365 days in APH billet in theater**
- **JS J1 has determined that APH assignments meet definition of joint matters**
- **APH experience does *not* need to be reviewed by JQS Experience Review Panel**

3. I have also determined that officers assigned to the Afghanistan/Pakistan (AFPAK) Hands Program are performing duties that meet the statutory definition of joint matters. These experiences will not need to be reviewed by a JQS Experience Review Panel but require approval from the Vice Director, Joint Staff before the experience points are awarded/updated in JMIS.

- *APH assignments all meet the definition of joint matters*
- *JQS Experience Review Panel not required for APHs*
- *Must complete 365 days BOG to get Joint credit*

COMISAF Mission and Intent for the APH

Mission: The mission of the Afghan Hands program is to support key campaign objectives by involving the Afghan Hands across all the lines of operation to leverage their expertise in connecting with the Afghan people, GIRoA and ANSF leadership.

Intent: The program aims to develop a cadre of personnel who understand the complexities of Afghanistan, how the country and society work, and who are then able to put this understanding to use in the course of dealing with the issues and challenges associated with Afghanistan.

AFPAK Hands Key Tasks

1. Effectively execute their Commander's mission in support of the ISAF campaign objectives.

2. Establish and nurture long-lasting positive relationships within the Afghan population and the Afghan government to demonstrate the coalition's resolve to help build a more peaceful, prosperous and, and stable Afghan nation.

3. Empower GIRoA entities on the local and national levels while building capacity and capability.

4. Improve multi-cultural and multi-functional teams (GIRoA, ISAF/NATO, USG, NGOs) breaking through barriers to effective communications and by developing trust through collaboration and the sharing of best practices and lessons learned.